

Bay Pines VA Healthcare System

FY2017 – 2022 STRATEGIC PLAN



U.S. Department
of Veterans Affairs

Core Competencies

The term “Core competencies” refers to the BPVAHCS’s areas of greatest expertise. The core competencies are those strategically important capabilities that are central to fulfilling the mission and providing an advantage in the marketplace. Core competencies are frequently challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage. The BPVAHCS’s core competencies are:

Provision of comprehensive, coordinated care across the continuum

Veterans and their families can count on the BPVAHCS to deliver high quality, comprehensive, coordinated and continuous care that is tailored to meet the unique needs of America’s heroes.

Providing for the unique needs of the Veteran

The BPVAHCS is the healthcare provider of choice for Veterans residing across Southwest Florida. As Veterans are presented with new healthcare options, we must continue to improve the quality of care we deliver while promoting health, preventing disease and advancing the cure. We will accomplish this through people, our facilities and our services.

Key Business Drivers

The term “key business drivers” refer to critical components, factors or focus areas required to achieve the BPVAHCS’s strategic objectives listed in the next section. Moreover, the key business drivers are a framework for decision making when committing time or resources. Key business drivers guide the healthcare system towards organizational excellence and achieving strategic goals. The BPVAHCS’s key business drivers are:

Quality: Our goal is to drive health, prevent disease, and advance the cure. We are committed to providing timely access to healthcare services for the Veterans we serve across southwest Florida and recognize timely, high quality care is essential to positive outcomes. We will continue to monitor the quality of care delivered while taking appropriate steps to ensure Veterans have access to services where and when they want to receive those services.

Access: We work to enhance timely access to the healthcare system at every touchpoint, whether it is clinical or administrative.

Customer Experience: We will exceed customer expectations with every interaction. Veterans and their families expect us to deliver the highest standards of excellence in customer service and customer experience at every touch point. Our staff and volunteers can expect to receive the resources necessary to make this experience happen.

Employee Engagement: We must empower each staff member to realize their value and significance to the organization; or guide employees to make transformative and meaningful change that benefit the Veteran. We recognize that all of our employees, regardless of their level or role, are vital to shaping the Veteran experience and communicating their commitment to providing America’s Veterans with high quality healthcare services that are personalized, proactive and patient driven.

Operational Efficiency: We provide value-based healthcare services to Veterans through excellent business practices. We must take active steps to streamline and improve programs in order to maximize resources.

2. TRANSFORM THE DELIVERY OF CARE

Partnering with patients and providing proactive, personalized and patient-driven health care is a priority in the healthcare industry. It is what health providers need to do in order to stay relevant to patients, create better patient relationships and long term outcomes, and provide timely care at lower costs. As Veterans are presented with new healthcare options, we must transform our delivery of care to ensure we are able to provide for tomorrow's Veterans through research and education today.

Tactic: 2.1. – Enhance coordination and partnerships with community care providers

Description: The Veterans' Access to Care through Choice, Accountability, and Transparency (VA Choice) Act provided new authorities that enhanced the organization's capabilities to provide Veterans with healthcare services outside of the VA system. This tactic will establish a high-performing, integrated community healthcare network, and include the transition of the current Non-VA Care Office to the Care in the Community Service. This Service will ensure community partnerships are appropriately expanded, and uphold our commitment to deliver seamless, coordinated and continuous care to Veterans.

Tactic: 2.2. – Complete Inpatient/Outpatient Improvement Project

Description: Upon completion, this Major construction project will fully transform the CWBYVAMC campus and improve the Veteran experience. Activation of the new Mental Health Addition will provide for over 180,000 additional square feet of inpatient, outpatient and residential space. The project creates efficiency for both patients and staff by co-locating the inpatient and outpatient mental health services. Renovation of a second Med/Surg Ward will create private and semi-private settings, where patients are able to focus on their well-being and treatment along with support from their families. Both the new Mental Health facility and the Med/Surg Ward renovations will improve the privacy the dignity of Veterans with disabilities and improve their quality of life. The last phase of this project is the renovation of primary care space planned for Building 1, floors 2-5, that will incorporate the newly developed Patient Aligned Care Team (PACT) design criteria. Once complete, it will consolidate all CWBYVAMC Primary Care teams in one location and create additional space in Building 100 and Building 102 for expansion of specialty care services.

Tactic: 2.3. – Implement PACT 2.0 (Intensive Care Coordination)

Description: The goal of PACT 2.0, Intensive Care Coordination, is to ensure patients, especially the chronically ill, get the right care at the right time at the lowest level of care, while avoiding unnecessary duplication of services and preventing medical complications. Care coordination allows the organization to anticipate the needs of the most vulnerable Veterans, to administer appropriate preventative care, to promote an independent lifestyle, to provide end of life counseling, and to decrease unnecessary hospitalizations. Successful engagement in this model will improve the lives of Veterans and affirms the VA as a leader in the healthcare industry.

Tactic: 2.4. – Research Program Expansion

Description: The organization is fully invested in discovering new ways of preventing and treating illnesses not only for Veterans seeking care at the BPVAHCS but also for the general Veteran population through the expansion of our research program. The research addition will provide an environment capable of increasing funded research activities 100 percent and increase operational efficiencies by 30 percent. This expansion of research activities and enhancement of operational

4. BE A HIGHLY RELIABLE SYSTEM

We must continue our focus on building a highly reliable system and high performing network that Veterans trust. We will do this by recruiting and hiring the best and brightest clinical and administrative professionals to fill our ranks, maximizing organizational assets and optimizing business systems to more effectively measure standards of medical practice to improve healthcare delivery.

Tactic: 4.1. – Consolidate internal and external patient transport

Description: Patient flow interconnects people and processes within the healthcare system, making patient transportation the hub of movement and is an essential part of a safe and efficient healthcare environment. The aim of this tactic will include an analysis of the current processes and the restructuring of the request for internal and external transportation, to provide Veterans with highly reliable and timely service.

Tactic: 4.2. – Dynamic Recruitment System

Description: The BPVAHCS will optimize recruitment efficiencies by accurately quantifying the workforce turnover trends, re-evaluating the relevance of a position to the overall organizational mission, and the organization's responsiveness to these changes. Striving to recruit at the time of the vacancy notice includes reducing administrative burden, identifying appropriate staffing levels and double encumbering for critical positions. Engaging in these practices will allow the system to staff critical positions timely and mitigate risks related to prolonged vacancies.

Tactic: 4.3. – Establish safety and emergency management as staff competencies

Description: In an emergency or disaster, BPVAHCS coordinates essential VA emergency medical response and support services at the local level to ensure the health and safety of Veteran patients, staff and visitors, and the continued delivery of healthcare services. The organization will engage in activities that foster the competencies of safety and emergency management to all mission critical staff members. Clearly establishing staff roles will ensure consistent and systematic actions to prevent/mitigate, prepare, respond and recover from a local or national event.

Tactic: 4.4. – Establish a centralized business intelligence team

Description: The organization will build a centralized business intelligence team that will analyze various data sets and use the Strategic Analytics for Improvement and Learning (SAIL) (or the appropriate tool as designated by VA) as a guide for quality performance to identify and recommend strategic transformational opportunities in order to improve both relative performance and absolute improvement. With the Systems Redesign section, the business intelligence team will collaboratively develop high-priority improvement projects for deployment. Overall, this will create a decision support system that is driven by data analytics and manages organizational knowledge.